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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Financing of the United Nations Stabilization Mission in Haiti

Budget performance for the period from 1 July 2011 to 30 June 2012 and proposed budget for the period from 1 July 2013 to 30 June 2014 of the United Nations Stabilization Mission in Haiti

Report of the Advisory Committee on Administrative and Budgetary Questions

Appropriation for 2011/12	$793,517,100
Expenditure for 2011/12	$739,768,600
Unencumbered balance for 2011/12	$53,748,500
Appropriation for 2012/13	$648,394,000
Projected expenditure 2012/13[a]	$627,047,800
Estimated unencumbered balance for 2012/13[a]	$21,346,300
Proposal submitted by the Secretary-General for 2013/14	$572,270,800
Recommendation of the Advisory Committee for 2013/14	$571,914,400

[a] Estimates as at 31 January 2013.

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I. Introduction

1. **The recommendations of the Advisory Committee on Administrative and Budgetary Questions in paragraph 33 below would entail a reduction of $356,400 in the proposed budget for the United Nations Stabilization Mission in Haiti (MINUSTAH) for the period from 1 July 2013 to 30 June 2014. The Committee has made observations and recommendations on specific issues, where appropriate, in the paragraphs below.**

2. During its consideration of the report, the Advisory Committee met with representatives of the Secretary-General who provided additional information and clarification, concluding with written responses received on 15 April 2013. The documents reviewed and those used for background by the Committee in its consideration of the financing of MINUSTAH are listed at the end of the present report. The Committee's detailed comments and recommendations on the findings of the Board of Auditors and on cross-cutting issues related to United Nations peacekeeping operations can be found in its related reports (see A/67/782 and A/67/780, respectively).

II. Budget performance for the period from 1 July 2011 to 30 June 2012

3. By its resolution 65/256 B, the General Assembly appropriated an amount of $793,517,100 gross ($775,447,100 net) for the maintenance of MINUSTAH for the period from 1 July 2011 to 30 June 2012. Total expenditure for the period amounted to $739,768,600 gross ($722,523,100 net), which is $53,748,500 gross ($52,924,000 net) lower than the amount appropriated by the Assembly, corresponding to a budget implementation rate of 93.2 per cent. A detailed analysis of variances is provided in section IV of the performance report (A/67/605).

4. Underexpenditure is attributable mainly to:

(a) Military contingents ($7,144,600, or 3.1 per cent): the lower average deployment of personnel was due to a phased drawdown and the repatriation of 1,600 military personnel pursuant to Security Council 2012 (2011), partly offset by additional freight costs related to the repatriation of contingent-owned equipment and increases in the rates of reimbursement to troop-contributing countries for contingent-owned equipment (ibid., para. 45);

(b) United Nations police ($5,102,100, or 6.3 per cent): the unspent balance was due to fewer rotation trips from the extension of the tour of duty for some police personnel and a lower average deployment of 1,236 police personnel compared with the 1,283 budgeted (ibid., para. 46);

(c) International staff ($10,658,100, or 11.2 per cent): lower costs were a result of a recruitment freeze imposed from December 2011 in line with the partial drawdown of the Mission's post-earthquake surge capacity, the discontinuation of hazard pay and reduced requirements for mission subsistence allowance for Field Service staff;

(d) Facilities and infrastructure ($19,743,600, or 16.3 per cent): the unspent balance was due to reduced requirements for security services, renovations,

maintenance and rental of premises owing to the reconfiguration of eight civilian and military bases, lower than expected claims for residential security services for United Nations police personnel and reduced reimbursements for self-sustainment to troop and police units owing to the partial drawdown of uniformed personnel;

(e) Communications ($4,865,300, or 16.1 per cent): reduced requirements were due partially to the cancellation of a contract with the United Nations Office for Project Services for multimedia centres and the resulting use of in-house resources as well as lower costs for the provision of Internet and mobile telephone services through newly negotiated contractual terms.

5. The underexpenditures detailed above were partially offset by additional requirements, attributable mainly to:

(a) National staff ($2,828,100, or 8.1 per cent), owing to the revision of the salary scales effective 1 October 2011;

(b) Ground transportation ($2,399,600, or 18.8 per cent), attributable to the settlement of unbudgeted shipment charges for vehicles and the acquisition of three additional fire trucks, a higher average cost of fuel and increases for spare parts owing to the extension of the replacement cycle for light passenger vehicles.

6. The Secretary-General indicates that, during the reporting period, a comprehensive assessment of the security environment was conducted, resulting in Security Council authorization for a partial drawdown of 1,600 military contingent personnel and 1,150 formed police personnel. With regard to the Government resettlement strategy, MINUSTAH completed the construction of 21 temporary office buildings for municipalities affected by the 2010 earthquake and implemented 177 quick-impact and 56 community violence-reduction projects to create employment, provide vocational training, rehabilitate infrastructure and deliver basic social services in vulnerable areas. During the reporting period, the Mission also conducted a detailed review of its civilian staffing structure, resulting in a recruitment freeze implemented in December 2011 (ibid., paras. 9, 10, 30 and 36).

7. In addition, initiatives to enhance the operational efficiency of operations were introduced, including a reduction in the size of the aviation fleet, enhanced controls over travel and increased utilization of in-house resources for vehicle repair and maintenance. Several initiatives in the areas of water and wastewater management and the use of alternative energy sources were also introduced (ibid., paras. 20-21). The Advisory Committee notes that some of those initiatives are to be continued in the 2013/14 budget period (A/67/719, para. 177).

8. The comments of the Advisory Committee on the information presented in the performance report on individual objects of expenditure can be found, where relevant, in the discussion of the proposed budget for the period from 1 July 2013 to 30 June 2014 below.

III. Financial position and information on performance for the current period

9. The Advisory Committee was informed that, as at 5 March 2013, a total of $5,700,115,000 had been assessed on Member States in respect of MINUSTAH since its inception. Payments received as at that date amounted to $5,394,055,000,

leaving an outstanding balance of $306,060,000. The Committee was also informed that as at 31 December 2012, $42,205,000 was owed for troops and $50,657,000 was owed for contingent-owned equipment. As at 4 March 2013, the cash available to the Mission amounted to $144,500,000. After subtracting a three-month operating reserve of $110,856,000 (excluding reimbursement of troop- and formed police-contributing countries), the remaining cash surplus of $33,644,000 was sufficient to allow for the reimbursement of troop-contributing countries scheduled for March 2013. With regard to death and disability compensation, the Committee was informed that, as at 31 December 2012, $4,378,000 had been paid in respect of 134 claims since the inception of the Mission. No claims were pending.

10. The Advisory Committee was informed that as at 31 January 2013, the human resources incumbency for MINUSTAH for the 2012/13 period was as follows:

	Authorized[a]	*Encumbered*	*Vacancy rate (percentage)*
Military contingents	7 340	6 684	8.9
United Nations police	1 351	937	30.6
Formed police units	1 790	1 677	6.3
Government-provided personnel	100	81	19.0
Posts			
International staff	475	419	11.8
National staff	1 287	1 203	6.5
General temporary assistance			
International staff	31	28	9.7
National staff	107	105	1.9
United Nations Volunteers	225	206	8.4

[a] Represents the highest authorized strength for the period.

11. The Advisory Committee was also provided with information on current and projected expenditures for the period from 1 July 2012 to 30 June 2013. Expenditures for the period ended 31 January 2013 amounted to $384,922,700 gross ($377,749,000 net) against an appropriation of $648,394,000 gross ($635,770,000 net). At the end of the current financial period, estimated total expenditure would amount to $627,047,800, leaving a projected unencumbered balance of $21,346,300, or 3.3 per cent, of the appropriation approved for the 2012/13 financial period.

12. In this connection, the Advisory Committee notes from the supplementary information provided to it that MINUSTAH expects underexpenditure with respect to military and police personnel owing to reductions in the authorized strength, pursuant to Security Council resolution 2070 (2012), resulting in higher projected average vacancy rates compared with budgeted rates as well as the non-deployment of a West African formed police unit. In addition, the reduction in the quantity of flights and the lower-than-average cost of aviation fuel compared with budgeted costs are expected to lead to reduced requirements under air transportation.

IV. Proposed budget for the period from 1 July 2013 to 30 June 2014

A. Mandate and planned results

13. The mandate of MINUSTAH was established by the Security Council in its resolution 1542 (2004) and expanded in subsequent resolutions of the Council. The Mission is mandated to help restore peace and security and to further the constitutional and political process in Haiti (A/67/719, para. 2). The most recent extension of the mandate, to 15 October 2013, was authorized by the Council in its resolution 2070 (2012). In that resolution, the Council decided to reduce the Mission's authorized military strength from 7,340 to 6,270 troops through a balanced withdrawal of infantry and engineering personnel and the police component from 3,241 to 2,601 personnel. This follows a reduction of some 2,750 military and formed police personnel in the preceding period and represents a further drawdown of its post-earthquake surge and a reduction in activities linked to the challenges caused by the January 2010 earthquake (S/2012/678, para. 47). The Advisory Committee notes, therefore, that the Mission's authorized strength of military and police personnel will be slightly lower than the levels approved by the Security Council prior to the earthquake (see resolution 1892 (2009), para. 3).

14. In his report to the Security Council, the Secretary-General indicates that his Special Representative has embarked upon a plan for the reconfiguration and conditions-based consolidation of MINUSTAH, in consultation with the Government of Haiti and international partners. The plan foresees a narrowing of the Mission's activity aimed at consolidating stabilization gains to a point beyond which the presence of a large peacekeeping mission will no longer be required (S/2012/678, paras. 47-48). As a consequence, for the 2013/14 period the Secretary-General proposes a consolidated military presence in five primary security hubs, balanced by the deployment of formed police personnel and officers from the Haitian National Police for the remaining five departments. Ensuring the continued development of the Haitian National Police will remain a top priority of the Mission. MINUSTAH will also work closely with the United Nations Development Programme for a progressive handover of responsibility for organizing and conducting elections to the Haitian electoral authority (A/67/719, paras. 10, 12 and 14).

15. The Mission will also restructure its civilian staffing establishment to reflect the projected gradual rationalization of the scope of its activities. MINUSTAH plans to reduce its civilian staffing establishment beyond the number of remaining temporary positions approved in the context of post-earthquake surge capacities by abolishing all but one temporary position. In 2013/14, MINUSTAH will consolidate its support functions in four hubs and establish mobile support teams capable of responding to the remaining departmental offices, thereby requiring a number of conversions, reassignments and redeployments, as outlined in paragraphs 26-28 below. In addition, the Mission indicates that a review of supply chain management will lead to the further reorganization of functions and processes in 2013/14. The 2013/14 budget proposal also includes some streamlining of the Santo Domingo Support Office on which the Committee provides comments in paragraphs 44-48 below (ibid., paras. 11, 17, 18 and 22).

16. During its consideration of the proposed budget for 2013/14, the Advisory Committee reviewed various outputs, expected accomplishments and indicators of achievement within the results-based-budgeting frameworks of the Mission. Upon enquiry, the Committee was provided with information concerning key outputs and indicators of achievement under the human rights component. **On the basis of its review of the information provided, the Committee recalls its previous view that the formulation of indicators of achievement could be improved in order to better reflect what could realistically be accomplished by the Mission itself and activities for which the Mission could be held accountable (A/66/718/Add.11, para. 16).** The Committee will comment further on the issue of results-based-budgeting frameworks in its report on cross-cutting issues related to peacekeeping operations (A/67/780).

B. Resource requirements

17. The proposed budget for MINUSTAH for the period 1 July 2013 to 30 June 2014 amounts to $572,270,800 gross ($558,954,000 net), representing a decrease of $76,123,200, or 11.7 per cent, in gross terms, compared with the appropriation of $648,394,000 gross for 2012/13. The proposed reduction reflects mainly the reduced provisions for military contingents, police and civilian personnel. Cost reductions associated with reduced personnel and the number of operating locations, along with a proposed reduction in the Mission's aircraft fleet, are also foreseen. The decrease is partially offset by increases in fuel costs. Detailed information on the financial resources requested and an analysis of the variances are provided in sections II and III of the proposed budget. The cost estimates for the 2013/14 period take into account projected efficiency gains in the amount of $17,229,700 (A/67/719, para. 177). **The Advisory Committee welcomes the efforts undertaken by the Secretary-General to reduce costs at MINUSTAH and expects that these measures will be implemented in a manner that does not compromise the safety and security of Mission personnel and premises or put at risk the fulfilment of mandated activities.**

18. The Advisory Committee notes that for the 2013/14 period non-budgeted contributions under the status-of-forces agreement in respect of the estimated rental value of Government-provided land, premises and landing charges are estimated at $5,066,800 (ibid., sect. II.B). **The Committee notes with appreciation the continued contribution under the status-of-forces agreement.**

1. Military and police personnel

Category	*Approved 2012/13*[a]	*Proposed 2013/14*	*Variance*
Military contingent personnel	7 340	6 270	(1 070)
United Nations police	1 451[b]	1 001[b]	(450)
Formed police unit personnel	1 790	1 600	(190)

[a] Represents the highest authorized strength for the period.
[b] Includes 50 categorized as Government-provided personnel.

19. The estimated requirements for military and police personnel for the period from 1 July 2013 to 30 June 2014 amounts to $257,723,400, a decrease of

$55,962,100, or 17.8 per cent, compared with the apportionment of $313,685,500 for 2012/13. The decrease is due mainly to the reductions in authorized strength for military contingent personnel, United Nations police personnel and formed police units pursuant to Security Council resolution 2070 (2012). These decreases would result in lower provisions for rotation travel, rations, leave allowances and standard reimbursements to troop-contributing countries as well as the discontinuation of a provision for supplemental payment to troop- and formed police-contributing countries, which has been in effect since the 2011/12 period (ibid., paras. 202 and 204).

2. Civilian personnel

Category	*Approved 2012/13*	*Proposed 2013/14*	*Variance*
International staff	475	436	(39)
National staff	1 287	1 302	15
Temporary positions	138	1	(137)
United Nations Volunteers	225	195	(30)
Total	**2 125**	**1 934**	**(191)**

20. The estimated requirements for civilian personnel for 2013/14 amount to $135,694,500, reflecting a decrease of $2,247,200, or 1.6 per cent, in comparison with the apportionment for 2012/13. The reduced requirements for 2013/14 are related mainly to an overall reduction in the number of international and national civilian posts and positions in line with the reduction in the Mission's post-earthquake surge activities, partly offset by the application of lower vacancy rates in all categories, as outlined below.

21. The vacancy factors applied to the cost estimates for civilian personnel are as follows: 5 per cent for international staff, 2 per cent for National Professional Officers, 3 per cent for national General Service staff and 3 per cent for United Nations Volunteers. The Advisory Committee notes that the rates are all considerably lower than those applied for the preceding period. The proposed vacancy factors for civilian staff take into account recent incumbency patterns and changes in the number and composition of staff proposed for the 2013/14 period as compared with the assumptions on which the 2012/13 budget was based. Overall staffing levels will be reduced, as reflected in the table above, and it is projected that most of the incumbents currently occupying temporary positions will be regularized on vacant established positions, thereby further reducing the number of vacancies for both international and national posts (ibid., paras. 178 and 180).

Recommendations on posts

22. The Secretary-General is proposing a series of staffing changes designed to respond to the drawdown in military and police personnel and a projected rationalization in the scope of the Mission's activities. In this round of consolidation, civilian staffing will be reduced beyond the number of remaining temporary positions approved as part of the post-earthquake surge capacity (ibid., para. 11). In terms of structural changes, the Secretary-General proposes the creation of a new Regional Coordination Unit, under the direct supervision of the Office of the Special Representative of the Secretary-General, to take over regional

coordination and management responsibilities. In addition, the reorganization and consolidation of mission support functions is proposed. A detailed description of the staffing changes proposed under each component is provided in the budget document (ibid., paras. 29-175). A list of proposed changes to the civilian staffing structure is annexed to the present report.

Abolishments

23. In the summary of the proposed budget, the Secretary-General indicates that a total of 191 posts, United Nations Volunteer positions and temporary positions will be abolished for the 2013/14 period. This includes:

(a) 29 international posts (5 P-4, 3 P-3, 2 P-2 and 19 Field Service);

(b) 135 of the remaining positions funded under temporary assistance and created as part of post-earthquake surge capacity (1 P-5, 1 P-3, 26 Field Service, 23 national Professional Officers and 84 National General Service);

(c) 27 United Nations Volunteer regular and temporary positions.

24. **The Advisory Committee recommends approval of the Secretary-General's proposal to abolish the aforementioned 191 posts and positions.**

Reclassifications

25. The following reclassifications are proposed:

(a) Reclassification of one Reports Officer (P-3) post in the Office of the Deputy Special Representative (Resident Coordinator/Humanitarian Coordinator) under Executive direction and management to an Associate Reports Officer (P-2) post. The Mission believes that the research and analytical duties of this function will be reduced in view of concurrent staffing and structural enhancements (ibid., para. 36);

(b) Reclassification of one Political Affairs Officer (P-4) post in the Joint Mission Analysis Centre under component 1, Security and stability, to an Information Analyst (P-3) post in response to the reduction in post-earthquake surge activities and the resulting redistribution of workload among other staff in the Centre (ibid., para. 49);

(c) Reclassification of one Special Assistant (P-5) in the Political Affairs Section under component 2, Democratic governance and State legitimacy, to the P-4 level and one Chief Electoral Officer (D-1) post in the Electoral Assistance Section to the P-5 level in order to better respond to the functions required from those positions (ibid., paras. 58 and 65).

Conversions

26. The Secretary-General is proposing the following post conversions:

(a) Under component 2, Democratic governance and State legitimacy, in the Civil Affairs Section, the conversion of four posts (1 P-4 Civil Affairs Officer, 1 P-2 Associate Civil Affairs Officer and 2 United Nations Volunteer Civil Affairs Officers) to four National Professional Officer posts as a means of improving professional capacity in the host country (ibid., para. 72);

(b) Under component 3, Rule of law and human rights, in the Corrections Unit, the conversion of one Corrections Officer (P-3) post to a National Professional Officer post given that the post requires minimal knowledge of prison/corrections management and with a view to developing local capacity (ibid., para. 84), and in the Human Rights Section the conversion of one Human Rights Officer (P-2) post and one United Nations Volunteer position to two National Professional Officer posts, also to increase local capacity in the area of human rights (ibid., para. 89);

(c) Under component 4, Support:

(i) In the Conduct and Discipline Team, the conversion to established posts of two positions (1 Conduct and Discipline Officer (P-4) and 1 Administrative Assistant (Field Service)), previously funded under general temporary assistance. In support of his proposal, the Secretary-General indicates that the functions of the positions have become an integral part of peacekeeping operations and are considered to be of a continuing nature (ibid., para. 101);

(ii) In the Regional Support Unit (formerly Regional Coordination Section), the conversion of three Administrative Assistant (Field Service) posts to three Administrative Officer (National Professional Officer) posts in line with the Mission's reconfiguration and consolidation into four main support hubs and six sub-offices. The incumbents will function as sub-office managers (ibid., para. 125);

(iii) In the Engineering Section, the conversion of two Engineer (P-3) posts to one Engineer and one Facilities Management Officer (National Professional Officer) posts in order to provide an opportunity for local engineers to gain relevant experience in construction, water and wastewater management and project management (ibid., para. 160);

(iv) In the Transport Section, the conversion of three Field Service posts — one Regional Transport Assistant and two Transport Assistants — into three Transport Officer (National Professional Officer) posts in order for local staff to gain relevant experience in ground transport operations (ibid., para. 171).

Reassignments and redeployments

27. For the reasons outlined in paragraph 22 above, the Secretary-General is proposing the reassignment of 105 posts or positions (7 P-5, 5 P-4, 1 Field Service Officer, 2 National Professional Officer, 89 national General Service and 1 United Nations Volunteer) and the redeployment of 72 posts or positions (1 D-2, 1 P-5, 3 P-4, 8 P-3, 19 Field Service, 35 national General Service and 5 United Nations Volunteer). Most of the proposed changes pertain to the reorganization of the Mission Support Division, with three important exceptions: 10 posts (5 P-5 and 5 P-4) are being reassigned from the Civil Affairs Section to the Regional Coordination Unit to facilitate cross-mission liaison and monitoring at the local level, confidence-building, conflict resolution and reconciliation and the extension of State authority; a separate Rule of Law Coordination Office is being established through the proposed redeployment of one Rule of Law Coordinator (D-2) post and one Administrative Assistant (national General Service) post from the Office of the Deputy Special Representative, as well as the reassignment of one Senior Judicial Affairs Officer (P-5) post, from the Justice Section to function as Senior Rule of Law (Coordination) Officer; and the reassignment of a Senior Political Affairs

Officer (P-5) post from the Political Affairs Section to function as Senior Border Monitor in the Border Management Unit in order to represent the Mission on the technical border commission and to augment the Government's capacity to provide security, collect taxes and stimulate cross-border trade (ibid., paras. 63, 76, 79 and 93).

28. Included in the restructuring of the Mission Support Division is a proposed merger of separate budget and finance functions into a new Finance and Budget Section under the supervision of the Office of the Director of Mission Support. The consolidation of functions is intended to improve the Mission's capacity to provide financial management services in view of the forthcoming implementation of International Public Sector Accounting Standards and the enterprise resource planning system. The Committee comments in greater detail on the consolidation of the finance and budget functions in peacekeeping missions in its forthcoming report on cross-cutting issues (A/67/780). Also, in line with the drawdown of uniformed personnel and the corresponding reduced requirement for language support, it is proposed that 6 Interpreter posts and 83 Language Assistant posts be reassigned to other organizational entities throughout the Mission (ibid., paras. 108 and 138).

29. **The Advisory Committee has no objection to the staffing proposals of the Secretary-General described above. It notes, however, that the large number of proposed reassignments and redeployments, pertaining mostly to the reorganization of the Mission Support Division, follow an extensive restructuring in the 2012/13 period, in which a large number of posts and positions were also redeployed or reassigned (A/66/718/Add.11, para. 25).**

30. **While supporting the efforts of the Mission to achieve continuous improvement, the Advisory Committee believes that this should be balanced against a requirement for continuity and reliability in the delivery of services to the substantive, military and police components of the Mission. The Committee trusts that this will be taken into consideration in the forthcoming rounds of reconfiguration of MINUSTAH and other missions.**

Temporary Director of Mission Support (D-2) position

31. In the proposed budget, the Secretary-General makes a case for maintaining one remaining temporary position established in response to the January 2010 earthquake, the D-2 position of Director of Mission Support. It is indicated that the Director will oversee a comprehensive review of the Mission's logistical, financial and human resources processes in order to achieve a scalable mission support structure whose business processes are adaptable to changes in the Mission's mandate and to consolidation in various parts of the country. It is indicated that this will require the continued guidance of the Director to allow for a successful transition and to ensure that proper regard is given to the planning process required for such a transition (ibid., paras. 112-113).

32. The Advisory Committee recalls its previous observations with respect to the continuation of this function, in which its support for the continuation of the D-2 position beyond the 2012/13 period was contingent upon the understanding that an appropriate justification would be required (A/66/718/Add.11, para. 28). Upon enquiry, the Committee was informed that although MINUSTAH is scaling back its post-earthquake surge activities, its structure is not directly comparable to the Mission's structure immediately preceding the earthquake. The Committee was also

informed that a management structure headed at a more senior level was required to address the challenges arising from the downsizing of the Mission and the reconfiguration of the support component. In addition, the Committee was informed that the Director of Mission Support would be responsible for rolling out several support-related initiatives in 2013/14, also aimed at achieving further savings in both staffing and operational costs in the 2014/15 budget period.

33. **The Advisory Committee considers that in the light of the Mission's drawdown of its military and police components to pre-earthquake levels and the discontinuation of all other remaining temporary positions approved in the context of the post-earthquake surge, the proposed continuation of the position of Director of Mission Support under general temporary assistance is not adequately justified. It therefore recommends against approval of the continuation of this position (A/67/719, para. 112).**

3. Operational costs

(United States dollars)

Apportionment 2012/13	*Proposed 2013/14*	*Variance*
196 766 800	178 852 900	(17 913 900)

34. The estimated operational costs for the period from 1 July 2013 to 30 June 2014 are estimated at $178,852,900, a decrease of $17,913,900, or 9.1 per cent, as compared with the apportionment for 2012/13. The Secretary-General is proposing decreases under all classes of expenditure, with the notable exception of consultants. **The Advisory Committee recommends approval of these resources, subject to its observations and recommendations contained in paragraphs 35-43 below.**

Consultants

35. The estimated requirements for consultants for the 2013/14 period amount to $1,847,000, an increase of $1,608,900, or more than six times the apportionment for the preceding period. The Secretary-General indicates that these additional requirements are attributable primarily to support for institution-building within the Government of Haiti through the provision of project managers to assist ministries in implementing government programmes in the areas of justice, police planning, civil society engagement, aid coordination and emergency preparedness (ibid., para. 210). Upon request, the Advisory Committee was provided with a breakdown of the proposed individual consultancies. It notes that $660,000 of the proposed budget for consultants relates to activities more appropriately undertaken by the United Nations country team, for which financing would not normally be provided under peacekeeping budgets. **While the Committee does not object to the Mission's proposed resources in support of institution-building within the Government of Haiti, it believes that every effort should be made to minimize potential overlap with the United Nations country team. In addition, the Committee emphasizes the importance of developing national capacity rather than engaging external consultants.**

Air transportation

36. Estimated requirements for air transportation for the 2013/14 period amount to $14,236,600, a decrease of $7,456,100, or 34.4 per cent, over the apportionment for 2012/13. The decrease is attributable mainly to the proposed reduction in the aircraft fleet by one fixed-wing and one rotary-wing aircraft, leaving a total Mission fleet of eight helicopters in 2013/14 (ibid., para. 214).

37. Upon enquiry, the Advisory Committee was informed that the reduced requirements were due in part to an optimization of aerial asset use and in part to the consolidation of the Mission. The review of the fleet included an analysis of the number of flying hours, passengers transported and days in the air. The Committee was informed that the fixed-wing aircraft had been used to provide a standby medical evacuation capability, air transport to and from the Santo Domingo Support Office and flights to Santo Domingo for rest and recreation and compensatory time off for Mission personnel.

38. With respect to alternative arrangements for medical evacuation and to how the Mission proposes to provide those services in the absence of the fixed-wing aircraft, MINUSTAH indicated to the Advisory Committee, upon request, that planning was under way to provide the capability to carry out daytime medical evacuations to the level III hospital in Santo Domingo using the Mission's remaining military and civilian helicopters. In addition, options for procuring continuous air ambulance services on an as-needed basis through an external service provider, such as those used in other peacekeeping missions, are also under examination. The Mission also indicated that it expected to have an agreement with a level III-equivalent hospital, located 90 minutes by road from Port-au-Prince, for the provision of medical support services before the end of the 2012/13 financial period. The Mission also indicated that if delays emerged in current planning, the Mission would retain the fixed-wing aircraft on a temporary basis until any unexpected gap in requirements was bridged using those alternatives.

39. Upon further enquiry, the Advisory Committee was informed that the level III hospital in Haiti would not be fully operational before the end of 2013. In terms of identifying an air ambulance service provider, the Committee notes, on the basis of the responses of the Mission, that the contracting of such services was at a preliminary stage, with basic market research ongoing in both Haiti and the Dominican Republic to identify potential providers. Once completed, a process of registration, certification, solicitation and selection would follow. Finally, the Mission indicated some limitations concerning the feasibility and reliability of undertaking aeromedical evacuations with the remaining aircraft in the Mission's fleet.

40. **The Advisory Committee has serious reservations about the proposed withdrawal of the Mission's remaining fixed-wing aircraft in the 2013/14 budgetary period, given that reliable alternatives for the provision of medical evacuation services for Mission personnel are not yet in place. The Committee therefore recommends that the General Assembly request the Secretary-General to maintain the existing fixed-wing aircraft arrangement until the contract for the provision of air ambulance services is concluded. Additional expenditures in this regard should be reported in the Mission's 2013/14 performance report.**

41. **In future, the Advisory Committee cautions the Secretary-General against pursuing cost-saving measures that could compromise the safety and security of Mission personnel without viable alternatives being firmly in place.**

42. With respect to the proposed reduction of one rotary-wing aircraft for the 2013/14 budget period, the Advisory Committee was provided with clarifying detail, upon request, concerning the arrangements for ensuring a quick response in the event of security incidents arising in different regions. The Committee notes in this regard the Mission's revised force structure and concept of operations and the fact that it will no longer have a permanent military presence in four regions across the Mission area. In this connection, the Committee was informed that military helicopters would be used as a primary means of deploying quick-reaction forces and ammunition and would be supplemented by commercial helicopters as necessary. The Committee notes, however, that six of the remaining helicopters have limited capacity for passengers (maximum eight). In addition, in the periods 2011/12 and 2012/13, some of the helicopters spent a considerable period of time on the ground because of maintenance-related issues. The Mission indicated, however, that no more than four helicopters had been unavailable at any time during that two-year period.

43. **The Advisory Committee questions the proposed reduction of the rotary-wing aircraft, in view of the Mission's revised force and deployment structure and its increased reliance on its air fleet to provide timely support in the event of security incidents or emergencies. The Committee trusts, however, that every effort will be made to ensure that adequate air response capability is maintained at all times in the performance of the Mission's mandate.**

4. Other matters

Santo Domingo Support Office

44. The Advisory Committee recalls that the Santo Domingo Support Office was established in the aftermath of the January 2010 earthquake to facilitate the immediate resumption of MINUSTAH operations, reduce the Mission's footprint in Haiti, mitigate the risk of further loss of life and property, alleviate the severe lack of office and residential space in Haiti at that time and ensure proper business continuity. The Committee and the Board of Auditors had expressed the need for the Secretary-General to examine the long-term necessity of maintaining this presence (A/66/718/Add.11, para. 47). At the time of its consideration of the proposed budget for 2012/13, the Committee was informed that a strategic assessment and functional review analysis had been completed and that a cost-benefit analysis would be undertaken and reflected in the 2013/14 budget proposal.

45. In his budget proposal for 2013/14, the Secretary-General indicates that the above-mentioned review determined that transactional processes in the finance and human resources functions should fundamentally remain based in Santo Domingo, while the procurement function, the support unit for United Nations Volunteers and staff counselling services should be relocated in their entirety to Port-au-Prince. In addition, the office premises would be relocated to a location closer to the centre of Santo Domingo during 2013/14 (A/67/719, para. 22).

46. The Advisory Committee was informed, upon enquiry, that the strategic review confirmed that maintaining the Support Office was beneficial and determined that

transactional and non-location-dependent functions should remain in Santo Domingo. With respect to finance functions, only a cashier's office would remain in Port-au-Prince to process payments to staff members and vendors located in Haiti. Similarly for human resources functions, only a small unit dealing with national staff recruitment would be maintained in Port-au-Prince. The Committee was further informed that the reconfiguration of the Santo Domingo back office would lead to the abolishment of six posts as well as a reduced operational requirement for rental vehicles.

47. The Advisory Committee notes that the proposed cancellation of the shuttle flight between Port-au-Prince and Santo Domingo (see comments in paras. 36-41 above) will necessitate greater use of videoconferencing and information technology to ensure that the Office continues to function as an integral part of the Mission and that the appropriate supervisory and oversight arrangements are in place.

48. **The Advisory Committee has no objection to the proposal that the Santo Domingo Support Office be maintained, that the consolidation of the human resources and finance functions at that location continue and that units for procurement, supporting United Nations Volunteers and staff counselling services be relocated back to Port-au-Prince. The Committee believes that this division of labour should be kept under close review, in the light of the ongoing assessment of the Mission's supply-chain management process, to avoid duplication of support functions, to maximize efficiency and to ensure high-quality and timely support services. Furthermore, in view of the proposed discontinuation of the shuttle flight between Port-au-Prince and Santo Domingo, every effort must be made to ensure that the Office remains an integral component of the Mission and that appropriate supervisory and oversight arrangements are in place.**

Training

49. Estimated requirements for training for the period from 1 July 2013 to 30 June 2014 total $1,222,200, comprising $347,000 for training consultants, $377,200 for travel and $498,000 for training fees, supplies and services (A/67/719, para. 182). This represents an overall reduction of $311,600, or 20 per cent, compared with the amount approved for 2012/13 (A/66/718/Add.11, para. 34). The Advisory Committee notes that the Mission intends to focus on internal training, seeking to bring consultants to the Mission area rather than sending personnel outside the area for training. The Committee further notes significant increases in the planned number of participants in training programmes offered by the Mission (A/67/719, para. 184). **The Committee welcomes the efforts of MINUSTAH to maximize the use of its training resources and to focus largely on the provision of training activities within the Mission area.**

Standard ratios for vehicles and information technology equipment

50. In its previous report on the MINUSTAH budget proposal for 2012/13, the Advisory Committee noted from the supplementary information provided to it that key ratios for holdings of vehicles and information technology equipment for the Mission exceeded the standard ratios established in the Standard Cost and Ratio Manual. At that time, the Committee was informed that the ratios exceeded the standards because the vehicles and equipment had been acquired in 2010/11, when

the staffing levels were higher. It was indicated, however, that an ongoing review of holdings would take into account the drawdown of post-earthquake surge personnel (A/66/718/Add.11, paras. 36-37).

51. In the case of light passenger vehicles, the Advisory Committee notes, on the basis of the supplementary information provided to it, an improvement concerning the vehicles-to-staff ratios. It was indicated, however, that with the additional reduction in the number of Mission personnel proposed for the 2013/14 period, the Mission's vehicle holdings would be above the standard ratios. The Committee also notes that, pursuant to Security Council resolution 1927 (2010), MINUSTAH was encouraged to provide the Government of Haiti direct logistical support on a temporary basis and that holdings of vehicles reaching the end of their service lives had been transferred to the Government for its use. **The Committee reiterates its expectation that vehicle holdings will be adjusted to take into consideration the additional drawdown in post-earthquake surge capacities and that any holdings in excess of the standard ratios will be justified in the context of the performance report.**

Community violence-reduction programme and quick-impact projects

52. Estimated resource requirements for the MINUSTAH community violence-reduction programme and its quick-impact projects total $8 million and $5 million, respectively, for 2013/14. Those levels are unchanged from the 2012/13 period. It is indicated in the report of the Secretary-General that reviews undertaken in 2012 validated the approach taken under both sets of initiatives.

53. An independent study of the community violence reduction programmes highlighted the fact that those interventions had succeeded in providing a layer of protection against the recruitment of professional training beneficiaries into armed gangs and in creating a degree of social cohesion within targeted communities. As such, the Mission plans to continue its approach in support of ministries, local authorities and community groups with the development and implementation of 43 projects in 2013/14 aimed at generating employment and providing legal aid, socioeconomic opportunities and psychosocial assistance in 14 crime-affected areas. Similarly, a recent internal evaluation of quick-impact projects showed that the local population valued the projects and saw them as having a positive impact in the community (ibid., paras. 190 and 200). Consequently, the Mission plans to implement 120 such projects in 2013/14 aimed at contributing to filling gaps in the delivery of basic public services. **The Advisory Committee continues to welcome the accomplishments of the MINUSTAH community violence-reduction programme and its quick-impact projects and encourages the Secretariat to share lessons learned in project formulation, implementation, monitoring and oversight with other missions.**

V. Conclusion

54. The actions to be taken by the General Assembly in connection with the financing of MINUSTAH for the period from 1 July 2011 to 30 June 2012 are indicated in paragraph 63 of the performance report (A/67/605). **The Advisory Committee recommends that the unencumbered balance of $53,748,500 for the period from 1 July 2011 to 30 June 2012, as well as other income and**

adjustments in the amount of $18,195,000, for the period ended 30 June 2012, be credited to Member States.

55. The actions to be taken by the General Assembly in connection with the financing of MINUSTAH for the period from 1 July 2013 to 30 June 2014 are indicated in paragraph 219 of the proposed budget (A/67/719). **The Advisory Committee recommends that the Assembly appropriate an amount of $571,914,400 for the maintenance of MINUSTAH for the 12-month period from 1 July 2013 to 30 June 2014 and that the amount of $166,039,663 be assessed on Member States for the period 1 July 2013 to 15 October 2013. Should the Security Council decide to extend the mandate of MINUSTAH beyond 15 October 2013, the Committee recommends that the Assembly assess an amount of $405,874,737 for the period from 16 October 2013 to 30 June 2014 at a monthly rate of $47,659,533.**

Documentation

- Budget performance of the United Nations Stabilization Mission in Haiti for the period from 1 July 2011 to 30 June 2012 (A/67/605)
- Budget for the United Nations Stabilization Mission in Haiti for the period from 1 July 2013 to 30 June 2014 (A/67/719)
- Report of the Advisory Committee on Administrative and Budgetary Questions: Budget performance report for the period from 1 July 2010 to 30 June 2011 and proposed budget for the period from 1 July 2012 to 30 June 2013 of the United Nations Stabilization Mission in Haiti (A/66/718/Add.11)
- Financial report and audited financial statements for the 12-month period from 1 July 2011 to 30 June 2012 and report of the Board of Auditors on United Nations peacekeeping operations (A/67/5 (Vol. II))
- Report of the Advisory Committee on Administrative and Budgetary Questions: Report of the Board of Auditors on the accounts of the United Nations peacekeeping operations and report of the Secretary-General on the implementation of the recommendations of the Board of Auditors concerning United Nations peacekeeping operations for the financial period ended 30 June 2012 (A/67/782)
- Report of the Secretary-General on the United Nations Stabilization Mission in Haiti (S/2012/678)
- Security Council resolution 2070 (2012)
- General Assembly resolution 66/273 on the financing of the United Nations Stabilization Mission in Haiti

Annex

Summary of proposed staffing changes for the United Nations Stabilization Mission in Haiti for the period from 1 July 2013 to 30 June 2014

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From/to*
Executive direction and management					
Office of the Special Representative of the Secretary-General					
Post/positions	+1	FS	Administrative Assistant	Redeployed	Office of the Chief, Administrative Services
Subtotal	**+1**				
Total	**+1**				
Office of the Deputy Special Representative of the Secretary-General (Political and Rule of Law)					
Post/positions	-1	D-2	Rule of Law Coordinator	Redeployed	Rule of Law Coordination Office
	-1	NGS	Administrative Assistant	Redeployed	Rule of Law Coordination Office
Subtotal	**-2**				
Total	**-2**				
Office of the Deputy Special Representative of the Secretary-General (Resident Coordinator/Humanitarian Coordinator)					
Post/positions	-1	P-3	Reports Officer	Downgraded	
	+1	P-2	Associate Reports Officer	Downgraded	
Subtotal	–				
Total	–				
Component 1: security and stability					
Office of the Force Commander					
Post/positions	-1	NGS	Secretary	Redeployed	Corrections Unit
	+1	FS	Administrative Assistant	Redeployed	Civil Affairs Section
Subtotal	–				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Temporary positions	-1	FS	Administrative Assistant	Abolished	
	-1	NGS	Administrative Assistant	Abolished	
Subtotal	**-2**				
Total	**-2**				
Office of the Police Commissioner					
Post/positions	-1	UNV	Architect	Abolished	
	-1	UNV	Human Resources Officer	Abolished	
	-2	UNV	Procurement Officer	Abolished	
	-1	UNV	Legal Officer	Reassigned	Electoral Assistance Section
	+10	NGS	Vetting Clerk	Reassigned	Personnel Section
Subtotal	**+5**				
Temporary positions	-10	NGS	Data Entry Assistant	Abolished	
Subtotal	**-10**				
Total	**-5**				
Joint Mission Analysis Centre					
Post/positions	-1	P-4	Political Affairs Officer	Downgraded	
	+1	P-3	Information Analyst	Downgraded	
Subtotal	–				
Temporary positions	-1	P-3	Information Analyst	Abolished	
Subtotal	**-1**				
Total	**-1**				
Joint Operations Centre					
Post/positions	+1	FS	Administrative Assistant	Redeployed	Civil Affairs Section
Subtotal	**+1**				
Temporary positions	-1	FS	Administrative Assistant	Abolished	
Subtotal	**-1**				
Total	–				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From/to*
Component 2: democratic governance and State legitimacy					
Political Affairs Section					
Post/positions	-1	P-5	Special Assistant	Downgraded	
	+1	P-4	Special Assistant	Downgraded	
	-1	P-5	Special Adviser	Reassigned	Border Management Unit
Subtotal	**-1**				
Temporary positions	-1	NPO	Political Affairs Officer	Abolished	
Subtotal	**-1**				
Total	**-2**				
Communications and Public Information Section					
Post/positions	-2	P-4	Public Information Officer	Abolished	
	-1	P-3	Radio Producer	Abolished	
	-1	UNV	Public Information Assistant	Abolished	
	-1	UNV	Webmaster	Abolished	
	+5	NGS	Public Information Assistant (Journalist)	Reassigned	Personnel Section
Subtotal	–				
Total	–				
Regional Coordination Unit (new)					
Post/positions	+5	P-5	Chief of Regional Office	Reassigned	Civil Affairs Section
	+5	P-4	Chief of Departmental Office	Reassigned	Civil Affairs Section
Subtotal	**+10**				
Total	**+10**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Electoral Assistance Section					
Post/positions	-1	D-1	Chief Electoral Officer	Downgraded	
	+1	P-5	Chief Electoral Officer	Downgraded	
	+1	UNV	Regional Electoral Coordinator	Reassigned	Office of the Police Commissioner
Subtotal	**+1**				
Total	**+1**				
Community Violence Reduction Section					
Temporary positions	-2	NPO	Project Officer	Abolished	
Subtotal	**-2**				
Total	**-2**				
Civil Affairs Section					
Post/positions	-1	FS	Administrative Assistant	Redeployed	Joint Operations Centre
	-5	P-5	Senior Civil Affairs Officer	Reassigned	Regional Coordination Unit
	-5	P-4	Civil Affairs Officer	Reassigned	Regional Coordination Unit
	-1	FS	Administrative Assistant	Redeployed	Office of the Force Commander
	-1	P-4	Civil Affairs Officer	Converted	
	+1	NPO	Civil Affairs Officer	Converted	
	-1	P-2	Associate Civil Affairs Officer	Converted	
	+1	NPO	Civil Affairs Officer	Converted	
	-2	UNV	Civil Affairs Officer	Converted	
	+2	NPO	Civil Affairs Officer	Converted	
Subtotal	**-12**				
Temporary positions	-4	NPO	Civil Affairs Officer	Abolished	
Subtotal	**-4**				
Total	**-16**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Component 3: rule of law and human rights					
Rule of Law Coordination Office (new)					
Post/positions	+1	P-5	Senior Rule of Law (Coordination) Officer	Reassigned	Justice Section
	+1	D-2	Rule of Law Coordinator	Redeployed	Office of the Deputy Special Representative of the Secretary-General
	+1	NGS	Administrative Assistant	Redeployed	Office of the Deputy Special Representative of the Secretary-General
Subtotal	**+3**				
Total	**+3**				
Justice Section					
Post/positions	-1	P-5	Senior Judicial Affairs Officer	Reassigned	Rule of Law Coordination Office
Subtotal	**-1**				
Temporary positions	-1	NPO	Judicial Affairs Officer	Abolished	
Subtotal	**-1**				
Total	**-2**				
Corrections Unit					
Post/positions	-1	P-3	Corrections Officer	Converted	
	+1	NPO	Corrections Officer	Converted	
	+1	NGS	Administrative Assistant	Redeployed	Office of the Force Commander
	+1	NGS	Administrative Assistant	Reassigned	Personnel Section
Subtotal	**+2**				
Temporary positions	-1	FS	Administrative Assistant	Abolished	
Subtotal	**-1**				
Total	**+1**				
Human Rights Section					
Post/positions	+2	NPO	Human Rights Officer	Reassigned	Border Management Unit
	-1	P-2	Human Rights Officer	Converted	

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	+1	NPO	Human Rights Officer	Converted	
	-1	UNV	Human Rights Officer	Converted	
	+1	NPO	Human Rights Officer	Converted	
	-2	P-4	Human Rights Coordinator	Abolished	
	-1	NGS	Administrative Assistant	Redeployed	Border Management Unit
Subtotal	**-1**				
Temporary positions	-1	NPO	Human Rights Officer	Abolished	
Subtotal	**-1**				
Total	**-2**				
Border Management Unit					
Post/positions	-2	NPO	Border Monitor	Reassigned	Human Rights Section
	+1	P-5	Senior Border Monitor	Reassigned	Political Affairs Section
	+1	NGS	Administrative Assistant	Redeployed	Human Rights Section
Subtotal	**–**				
Temporary positions	-1	P-5	Special Border Management Adviser	Abolished	
Subtotal	**-1**				
Total	**-1**				
Child Protection Unit					
Post/positions	-1	UNV	Monitoring and Reporting Officer	Abolished	
Subtotal	**-1**				
Total	**-1**				
Gender Unit					
Post/positions	-1	P-4	Gender Affairs Officer	Abolished	
Subtotal	**-1**				
Total	**-1**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Component 4: support					
Conduct and Discipline Team					
Post/positions	+1	NGS	Administrative Assistant	Reassigned	Personnel Section
	+1	P-4	Conduct and Discipline Officer	Converted	
	+1	FS	Administrative Assistant	Converted	
Subtotal	**+3**				
Temporary positions	-1	P-4	Conduct and Discipline Officer	Converted	
	-1	FS	Administrative Assistant	Converted	
	-1	NGS	Administrative Assistant	Abolished	
Subtotal	**-3**				
Total	–				
Security Section					
Post/positions	+2	UNV	Fire Safety Assistant	Redeployed	Engineering Section
	+17	NGS	Security Guard	Reassigned	Personnel Section
Subtotal	**+19**				
Temporary positions	-1	FS	Administrative Officer	Abolished	
	-2	FS	Security Officer	Abolished	
	-17	NGS	Security Guard	Abolished	
Subtotal	**-20**				
Total	**-1**				
HIV/AIDS Unit					
Temporary positions	-1	NPO	HIV/AIDS Officer	Abolished	
Subtotal	**-1**				
Total	**-1**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Office of the Director of Mission Support					
Post/positions	+1	P-3	Administrative Officer	Redeployed	Office of the Chief, Integrated Support Services
	-1	P-3	Finance Officer	Abolished	
	-2	FS	Budget Assistant	Abolished	
	-1	P-5	Chief Budget Officer	Redeployed	Finance and Budget Section
	-2	P-4	Finance and Budget Officer	Redeployed	Finance and Budget Section
	-1	P-3	Finance and Budget Officer	Redeployed	Finance and Budget Section
	-1	P-3	Finance Officer	Redeployed	Finance and Budget Section
	-1	FS	Finance and Budget Officer	Redeployed	Finance and Budget Section
	-1	FS	Finance and Budget Assistant	Redeployed	Finance and Budget Section
	-2	NGS	Budget Assistant	Redeployed	Finance and Budget Section
	-1	NGS	Administrative Assistant	Redeployed	Finance and Budget Section
	-1	NGS	Finance Assistant	Redeployed	Finance and Budget Section
	-1	P-3	Environmental Affairs Officer	Redeployed	Office of the Deputy Director of Mission Support, Environmental Compliance Unit
	-1	UNV	Environmental Affairs Officer	Redeployed	Office of the Deputy Director of Mission Support, Environmental Compliance Unit
	-1	P-3	Contracts Management Officer	Redeployed	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-2	FS	Contracts Management Assistant	Redeployed	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-1	NGS	Contracts Management Assistant	Redeployed	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-1	FS	Aviation Safety Assistant	Reassigned	Office of the Deputy Director of Mission Support, Contracts Management Unit
	-1	P-3	Claims Officer	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit
	-1	FS	Administrative Assistant	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	-1	NGS	Administrative Assistant	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit
	-1	UNV	Administrative Assistant	Redeployed	Office of the Deputy Director of Mission Support, Claims Unit
Subtotal	**-24**				
Total	**-24**				
Office of the Director of Mission Support					
Post/positions	+1	P-3	Environmental Affairs Officer	Redeployed	Office of the Director of Mission Support, Environmental Compliance Unit
	+1	UNV	Environmental Affairs Officer	Redeployed	Office of the Director of Mission Support, Environmental Compliance Unit
	+1	P-3	Contracts Management Officer	Redeployed	Office of the Director of Mission Support, Contracts Management Unit
	+2	FS	Contracts Management Assistant	Redeployed	Office of the Director of Mission Support, Contracts Management Unit
	+1	NGS	Contracts Management Assistant	Redeployed	Office of the Director of Mission Support, Contracts Management Unit
	+1	FS	Contracts Management Assistant	Reassigned	Office of the Director of Mission Support, Aviation Safety Unit
	+1	P-3	Claims Officer	Redeployed	Office of the Director of Mission Support, Claims Unit
	+1	FS	Administrative Assistant	Redeployed	Office of the Director of Mission Support, Claims Unit
	+1	NGS	Administrative Assistant	Redeployed	Office of the Director of Mission Support, Claims Unit
	+1	UNV	Administrative Assistant	Redeployed	Office of the Director of Mission Support, Claims Unit
Subtotal	**+11**				
Total	**+11**				
Finance and Budget Section (new)					
Post/positions	+1	P-4	Chief Finance Officer	Redeployed	Finance Section
	+2	P-3	Finance Officer	Redeployed	Finance Section

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	+2	FS	Finance Officer	Redeployed	Finance Section
	+9	FS	Finance Assistant	Redeployed	Finance Section
	+1	NGS	Finance Assistant	Redeployed	Finance Section
	+16	NGS	Finance Assistant	Redeployed	Finance Section
	+1	UNV	Finance Assistant	Redeployed	Finance Section
	+1	P-5	Chief Budget Officer	Redeployed	Office of the Director of Mission Support
	+2	P-4	Finance and Budget Officer	Redeployed	Office of the Director of Mission Support
	+1	P-3	Budget Officer	Redeployed	Office of the Director of Mission Support
	+1	P-3	Finance Officer	Redeployed	Office of the Director of Mission Support
	+1	FS	Finance and Budget Officer	Redeployed	Office of the Director of Mission Support
	+1	FS	Finance and Budget Assistant	Redeployed	Office of the Director of Mission Support
	+2	NGS	Budget Assistant	Redeployed	Office of the Director of Mission Support
	+1	NGS	Administrative Assistant	Redeployed	Office of the Director of Mission Support
	+1	NGS	Finance Assistant	Redeployed	Office of the Director of Mission Support
Subtotal	**+43**				
Total	**+43**				
Regional Support Unit (formerly Regional Coordination Section)					
Post/positions	-3	FS	Administrative Assistant	Converted	
	+3	NPO	Administrative Officer	Converted	
	+1	NGS	Administrative Assistant	Reassigned	Personnel Section
Subtotal	**+1**				
Temporary positions	-2	FS	Administrative Officer	Abolished	
Subtotal	**-2**				
Total	**-1**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Office of the Chief, Administrative Services					
Post/positions	-1	FS	Administrative Assistant	Redeployed	Office of the Special Representative of the Secretary-General
Subtotal	**-1**				
Total	**-1**				
Staff Counselling and Welfare Unit					
Post/positions	+1	NGS	Administrative Assistant	Redeployed	Personnel Section
Subtotal	**+1**				
Temporary positions	-2	NPO	Staff Counsellor	Abolished	
Subtotal	**-2**				
Total	**-1**				
Personnel Section					
Post/positions	-5	NGS	Interpreter	Reassigned	Communications and Public Information Section
	-1	NGS	Interpreter	Reassigned	Corrections Unit
	-10	NGS	Language Assistant	Reassigned	Office of the Police Commissioner
	-1	NGS	Language Assistant	Reassigned	Conduct and Discipline Team
	-17	NGS	Language Assistant	Reassigned	Security Section
	-1	NGS	Language Assistant	Reassigned	Regional Support Unit
	-9	NGS	Language Assistant	Reassigned	Property Management Section
	-30	NGS	Language Assistant	Reassigned	Engineering Section
	-15	NGS	Language Assistant	Reassigned	Transport Section
	-1	NGS	Administrative Assistant	Redeployed	Staff Counselling and Welfare Unit
	-2	FS	Human Resources Assistant	Abolished	
Subtotal	**-92**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Temporary positions	-1	FS	Human Resources Assistant	Abolished	
	-1	NPO	Travel Officer	Abolished	
Subtotal	**-2**				
Total	**-94**				
Finance Section					
Post/positions	-1	FS	Finance Assistant	Abolished	
	-1	P-4	Chief Finance Officer	Redeployed	Finance and Budget Section
	-2	P-3	Finance Officer	Redeployed	Finance and Budget Section
	-2	FS	Finance Officer	Redeployed	Finance and Budget Section
	-9	FS	Finance Assistant	Redeployed	Finance and Budget Section
	-1	NGS	Administrative Assistant	Redeployed	Finance and Budget Section
	-16	NGS	Finance Assistant	Redeployed	Finance and Budget Section
	-1	UNV	Finance Assistant	Redeployed	Finance and Budget Section
Subtotal	**-33**				
Temporary positions	-1	UNV	Finance Assistant	Abolished	
Subtotal	**-1**				
Total	**-34**				
Procurement Section					
Post/positions	-1	P-3	Procurement Officer	Abolished	
Subtotal	**-1**				
Temporary positions	-2	FS	Procurement Assistant	Abolished	
Subtotal	**-2**				
Total	**-3**				
Medical Section					
Temporary positions	-1	FS	Nurse	Abolished	
	-1	FS	Laboratory Technician	Abolished	
Subtotal	**-2**				
Total	**-2**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Office of the Chief, Integrated Support Services					
Post/positions	-1	P-3	Administrative Officer	Redeployed	Office of the Director of Mission Support
Subtotal	**-1**				
Total	**-1**				
Joint Logistics Operations Centre					
Temporary positions	-1	FS	Logistics Officer	Abolished	
	-1	FS	Logistics Assistant	Abolished	
	-1	UNV	Logistics Assistant	Abolished	
Subtotal	**-3**				
Total	**-3**				
Property Management Section					
Post/positions	-1	FS	Receiving and Inspection Assistant	Abolished	
	-1	FS	Property Control and Inventory Assistant	Abolished	
	+1	NGS	Receiving and Inspection Assistant	Reassigned	Personnel Section
	+2	NGS	Property Disposal Assistant	Reassigned	Personnel Section
	+3	NGS	Property Control and Inventory Assistant	Reassigned	Personnel Section
	+3	NGS	Property Management Assistant	Reassigned	Personnel Section
	-1	UNV	Receiving and Inspection Assistant	Abolished	
Subtotal	**+6**				
Temporary positions	-1	FS	Receiving and Inspection Assistant	Abolished	
	-1	FS	Administrative Assistant	Abolished	
	-2	FS	Contingent-Owned Equipment Assistant	Abolished	
	-3	UNV	Contingent-Owned Equipment Assistant	Abolished	

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
	-1	NPO	Property Control and Inventory Officer	Abolished	
	-4	NGS	Property Management Assistant	Abolished	
	-3	NGS	Property Control and Inventory Assistant	Abolished	
	-2	NGS	Property Disposal Assistant	Abolished	
Subtotal	**-17**				
Total	**-11**				
Movement Control Section					
Post/positions	-8	NGS	Truck Driver	Redeployed	Transport Section
Subtotal	**-8**				
Temporary positions	-1	FS	Movement Control Assistant	Abolished	
	-1	NGS	Cargo Handler	Abolished	
	-2	UNV	Movement Control Assistant	Abolished	
Subtotal	**-4**				
Total	**-12**				
Engineering Section					
Post/positions	-2	UNV	Fire Safety Assistant	Redeployed	Security Section
	-2	P-3	Engineer	Converted	
	+1	NPO	Engineer	Converted	
	+1	NPO	Facilities Management Officer	Converted	
	-1	P-2	Associate Information Analyst	Abolished	
	-1	P-2	Billing and Requisition Officer	Abolished	
	-1	FS	Engineering Technician	Abolished	
	-1	FS	GIS System Administrator	Abolished	
	+25	NGS	Facilities Management Assistant	Reassigned	Personnel Section
	+3	NGS	Engineering Assistant	Reassigned	Personnel Section
	+2	NGS	Electrical Technician	Reassigned	Personnel Section
Subtotal	**+24**				

Office/Section/Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Temporary positions	-1	FS	Engineer	Abolished	
	-1	FS	Engineering Assistant	Abolished	
	-6	NPO	Engineer	Abolished	
	-1	NPO	Facilities Management Officer	Abolished	
	-2	NGS	Electrical Technician	Abolished	
	-3	NGS	Engineering Assistant	Abolished	
	-25	NGS	Facilities Management Assistant	Abolished	
	-2	UNV	Electrical Technician	Abolished	
	-1	UNV	Heavy Vehicle Operator	Abolished	
Subtotal	**-42**				
Total	**-18**				
Communications and Information Technology Section					
Post/positions	-1	FS	Telecommunications Technology Assistant	Abolished	
	-1	UNV	Telecommunications Technology Assistant	Abolished	
	-1	UNV	Information Technology Assistant	Abolished	
Subtotal	**-3**				
Temporary positions	-2	NPO	Information Systems Officer	Abolished	
Subtotal	**-2**				
Total	**-5**				
Aviation Section					
Post/positions	-1	FS	Air Operation Officer	Abolished	
	-2	FS	Air Operation Assistant	Abolished	
	-2	UNV	Air Operation Assistant	Abolished	
Subtotal	**-5**				
Total	**-5**				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From to*
Transport Section					
Post/positions	+8	NGS	Truck Driver	Redeployed	Movement Control Section
	-1	FS	Regional Transport Assistant	Converted	
	+1	NPO	Transport Officer	Converted	
	-2	FS	Transport Assistant	Converted	
	+2	NPO	Transport Officer	Converted	
	+14	NGS	Driver	Reassigned	Personnel Section
	+1	NGS	Vehicle Technician	Reassigned	Personnel Section
	-3	UNV	Transport Assistant	Abolished	
Subtotal	**+20**				
Temporary positions	-14	NGS	Driver	Abolished	
	-1	NGS	Vehicle Technician	Abolished	
Subtotal	**-15**				
Total	**+5**				
Supply Section					
Post/positions	-6	FS	Supply Assistant	Abolished	
	-1	UNV	Supply Assistant	Abolished	
Subtotal	**-7**				
Temporary positions	-4	FS	Supply Assistant	Abolished	
	-1	UNV	Supply Assistant	Abolished	
Subtotal	**-5**				
Total	**-12**				
Grand total					
Post/positions					
International	-39				
National	+15				
United Nations Volunteers	-19				

Office Section Unit	*Number*	*Level*	*Functional title*	*Post action*	*From/to*
Temporary positions					
International	-30				
National	-107				
United Nations Volunteers	-11				

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer, NGS, national General Service; UNV, United Nations Volunteer.